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CECS-X

DEPARTMENT OF THE ARMY  
U.S. Army Corps of Engineers  
Washington, DC 20314-1000

OM 25-1-50

Memorandum  
No. 25-1-50

16 July 2001

**Information Management  
CORRESPONDENCE**

	Paragraph	Page
Section I.	General	
	Purpose	1
	Applicability	2
	Distribution Statement	3
	References	4
Section II.	Policy	
	Standards for Army Writing	5
	USACE and OCE Letterhead	6
Section III.	Correspondence	
	Formal and Informal Memorandums	7
	Basic Information on the Body of Correspondence	8
	Staff Papers	9
	Basic Information on the Preparation of Decision and Information Staff Papers	10
	Information Paper, Discussion Paper, Read Ahead and Executive Summary	11
Appendix A.	Simpler Words and Phrases	A-1
Appendix B.	USACE Commands Sequence of Addressees	B-1
Appendix C.	Guidelines on Responsibilities and Signature Authority	C-1
Appendix D.	List of High Priority Matters	D-1

## Section I. General

1. Purpose. This memorandum prescribes HQUSACE policies and standard formats for preparing and processing correspondence, including staff actions.
2. Applicability. This memorandum applies to all HQUSACE elements.
3. Distribution Statement. Approved for public release; distribution is unlimited.
4. References.
  - a. AR 10-5, Headquarters, DA, Organizations and Functions.
  - b. AR 10-87, Major Army Command in the Continental United States.
  - c. AR 25-50, Preparing and Managing Correspondence.
  - d. AR 25-400-2, Modern Army Recordkeeping System (MARKS).
  - e. DA Memo 25-52, Staff Action Process and Correspondence Policies.

## Section II. Policy

5. Standards for Army Writing. Good Army writing is meaningfully organized, concise, and to the point. Omit needless words. Use simple, clear language (see AR 25-50, paragraph 1-44 and Appendix A of this OM).
6. USACE and OCE Letterhead.
  - a. Use of USACE Letterhead. USACE stationery will be used for all correspondence originating in HQ, except as stated in paragraph 6b (see figure 1). Computerized letterhead will not be used for formal memorandums and letters.
  - b. Use of Office of the Chief of Engineers Letterhead. Office of the Chief of Engineers (OCE) letterhead and "Chief of Engineers" signature block will be used for the following:
    - (1) When discharging Army Staff responsibilities.
    - (2) When forwarding Chief of Engineers reports to the Secretary of the Army.
    - (3) When law requires the Chief of Engineers signature.
    - (4) When specifically directed by the Executive Office.

c. Use AR 10-5, Headquarters, DA, Organizations and Functions as the basic document for identifying subject matter that supports the Chief of Engineers (COE) as an Army Staff Officer, and AR 10-87, Major Army Command in the Continental United States, for identifying subject matter that supports the role of the USACE Commander.

### Section III. Correspondence

7. Formal and Informal Memorandums. For formal memorandums, follow the guidelines in AR 25-50, paragraphs 2-2 through 2-5. Use informal memorandums for internal correspondence. Format for informal memorandums is the same as the format for formal memorandums (see figures 2 through 5).

8. Basic Information on the Body of Correspondence.

a. Reply To Attention Of. Use the office symbol (not the office title) of the originating element, unless otherwise instructed. Leave blank for personal type correspondence (appreciation, condolence, etc.).

b. Modern Army Recordkeeping System (MARKS). Enter a MARKS number on all military correspondence two spaces after the office symbol. Use AR 25-400-2, MARKS Records Retention Schedules at URL: <http://www.rmd.belvoir.army.mil/markstit.htm> to extract appropriate MARKS number.

c. Multiple Addressees. When preparing multiple address memorandums (more than one and less than five addressees) to USACE Commands, list addressees in the sequence shown in Appendix B. If a memorandum is sent to more than five addressees, follow guidelines given in AR 25-50, paragraphs 2-4a through 2-4d.

d. Return Address.

(1) When giving HQUSACE mailing address in correspondence, directives, or by telephone to Army elements, give the abbreviated address as shown below:

Commander  
USACE (Office Symbol)  
441 G Street, NW  
Washington, DC 20314-1000

(2) When giving HQUSACE mailing address in correspondence or by telephone to other Government agencies, commercial firms, members of Congress, etc., give the address as shown below:

Commander  
U.S. Army Corps of Engineers  
(Office Symbol)/(Name)  
441 G Street, NW  
Washington, DC 20314-1000

e. Authority Line. The Staff Principals (Directors and Separate Office Chiefs) are responsible for activities in their respective areas. This responsibility cannot be shared or delegated.

(1) Use of the authority line. "FOR THE COMMANDER:" will be used on all military correspondence. Only the DCG and the Chief of Staff are authorized to sign this correspondence. For more information, see Appendix C, Guidelines on Responsibilities and Signature Authority.

(2) Do not use the authority line on nonmilitary correspondence. The authority line will be omitted on nonmilitary correspondence, and on correspondence prepared for the personal signature of the principal or the individual acting in the principal's absence (i.e., Acting Commander).

f. Signature Block.

(1) If the signer is not available when correspondence is prepared, it is better to omit the signature block until the person delegated to sign is identified. The signature block should be added at the time correspondence is ready to be signed.

(2) Type the signature block on all correspondence to be signed by officials other than those in paragraph 8e(1). When the person whose signature block appears on the document is not available, the official acting will sign "for" that individual. Do not retype correspondence for the sake of changing signer's name in the signature block.

(3) Signature block for Commanding General/Chief of Engineers on military correspondence will be in the following format:

EXAMPLE

**HQUSACE**

JOHN B. JONES  
Lieutenant General, USA  
Commanding

**OCE**

JOHN B. JONES  
Lieutenant General, USA  
Chief of Engineers

(4) Signature block for the Commanding General/Chief of Engineers on non-military letters will be in the following format:

**HQUSACE**

John B. Jones  
Lieutenant General, US Army  
Commanding

**OCE**

John B. Jones  
Lieutenant General, US Army  
Chief of Engineers

g. Dating Correspondence. After signature/approval, all correspondence will be dated IAW AR 25-50.

9. Staff Papers. To assemble staff papers see Figure 6. The "Decision Memorandum" (see figure 7) deals with high priority matters require Executive Office decision. The "Information Paper," "Discussion Paper", or "Read Ahead" are used to provide information (see figures 8 through 10). A list of high priority matters is at Appendix D. The CG encourages heads of staff elements to resolve at their level matters of lesser priority and to rely as much as possible on more expedient means, such as briefings, staff meetings, and executive summaries to keep the Executive Office informed.

10. Basic Information on the Preparation of Decision and Information Staff Papers.

a. Format and Style. With regard to style, be direct and specific. Avoid generalizations. If key information is in an attached document, refer reader specifically to the document, summarizing its pertinence to the decision/information at issue.

b. Coordination.

(1) Coordinate Decision Memorandums with all interested parties to ensure the resulting outcome is the best possible for the command. In most cases, coordination requirements are clearly defined. Some coordination requirements are not obvious. When in doubt coordinate! Examples of latter are:

(a) Command Sergeant Major (CSM) for matters concerning enlisted members or noncommissioned officers (NCOs) including policies affecting the NCO Corps.

(b) Chief Counsel for matters having legal ramifications.

(c) Resource Management for matters having funding or manpower resource implications.

(d) Real Estate for matters pertaining to real estate both within the Corps and Army-wide.

(e) Military Programs for matters affecting relations between the Corps and one or more foreign governments.

(f) Public Affairs for matters affecting public affairs, particularly those of actual or potential interest to the news media.

(g) Corporate Information for all changes to matters affecting information technology, Corps-wide.

(2) In receiving Staff Papers for coordination, apply the following procedures:

(a) CONCUR Indicates agreement with the facts and recommendations of the staff paper. Do not indicate partial or conditional agreement by "concurring with comments." If controversial issues cannot be fully resolved during coordination, disagreeing staff elements will simply NONCONCUR in the action.

(b) NONCONCUR. Indicates disagreement with one or more facts or recommendations in the staff paper. If a staff element does not concur, an effort should be made to resolve differences at staff level. If this is not possible, the nonconcurring staff element will prepare a memorandum giving reasons for nonconcurrence and offering alternatives, if appropriate. The originator of the staff paper will forward the nonconcurrence statement together with rebuttal/counter-statement as a tab to the Executive Office, with a copy furnished to the nonconcurring staff element.

11. Information Paper. Discussion Paper. Read Ahead. and Executive Summary (see figures 8 through 11). The staff principal or their designated representative will approve the documents below.

a. Information Paper. An Information Paper is to inform the reader in detail on a topic or group of related topics. Information Papers should be limited to one page. Information papers should state coordination when the subject matter crosses working boundaries (see figure 8).

b. Discussion Paper. A Discussion Paper is a paper containing information used by decision-makers for discussion purposes. The Discussion Paper is not usually distributed to the participants in the discussion or to an audience (see figure 9).

c. Read Ahead. A Read Ahead is a staff paper distributed to participants in a briefing/meeting. It should be brief and to the point. Its purpose is to introduce participants to the topic of the briefing/meeting prior to the actual meeting (see figure 10).

d. Executive Summary. An EXSUM is a brief summary of information either in response to a question or to provide unsolicited information (see figure 11).

FOR THE COMMANDER:



ROBERT CREAR  
Colonel, Corps of Engineers  
Chief of Staff



**DEPARTMENT OF THE ARMY**  
U.S. Army Corps of Engineers  
WASHINGTON, D.C. 20314-1000

REPLY TO  
ATTENTION OF:

1  
2 CECS-X (MARKS #) DATE SIGNED

1  
2  
3 MEMORANDUM FOR Headquarters, Department of the Army, (DALO-FPT/Mr. Gonano),  
500 Army Pentagon, Washington, DC 20310-0500

1  
2 SUBJECT: Use of the Major Command Letterhead

1  
2  
3 1. Major Command Letter letterhead (U.S. Army Corps of Engineers) and "Commanding" signature  
block will be used for all correspondence originating in HQ except:

- a. When discharging Army Staff responsibilities.
- b. When forwarding Chief of Engineers reports to the Secretary of the Army.
- c. When law requires the Chief of Engineers signature.

2. The office symbol will be that of the proponent unless specifically directed otherwise.  
Signature block will be that of a designated official authorized to sign.

3. Computerized letterhead will not be used for formal memorandums and letters.

4. Authority line "FOR THE COMMANDER" will be used with MACOM letterhead.

1  
2 FOR THE COMMANDER:

1  
2  
3  
4  
5

HARRY S. SMITH  
Chief, Policy and Planning  
Division

Figure 1. Use of Major Command Letterhead



DEPARTMENT OF THE ARMY

U.S. Army Corps of Engineers  
WASHINGTON, D.C. 20314-1000

OM 25-1-50  
16 Jul 01

REPLY TO  
ATTENTION OF:

2 OFFICE SYMBOL (MARKS #) DATE SIGNED

1

2

3 MEMORANDUM FOR Headquarters, Department of the Army, (DALO-FPT/Mr. Gonano),  
500 Army Pentagon, Washington, DC 20310-0500

1

2 SUBJECT: Using and Preparing Formal Memorandum

1

2

3 1. The formal memorandum is used for correspondence that is sent outside of USACE headquarters.

2. Single-space the text of the memorandum; double-space between paragraphs.

3. When a memorandum has more than one paragraph, number the paragraphs consecutively.  
When paragraphs are subdivided, designate first subdivisions by letters of the alphabet and indent them  
as shown below:

a. When a paragraph is subdivided, there must be at least two subparagraphs.

b. If there is a subparagraph "a," there must be a "b."

(1) Designate second subdivisions by numbers in parentheses; for example, (1), (2).

(2) Do not subdivide beyond the third subdivision.

(a) However, do not indent any further than the second subdivision.

(b) This is an example of the proper indention procedure for a third subdivision.

1

2 AUTHORITY LINE:

1

2

3

4

5

JOHN B. SMITH  
Major General, USA  
Director of Civil Works

Figure 2. Using and Preparing a Formal Memorandum





DEPARTMENT OF THE ARMY  
U.S. Army Corps of Engineers  
WASHINGTON, D.C. 20314-1000

REPLY TO  
ATTENTION OF:

S: SUSPENSE DATE

2 OFFICE SYMBOL (MARKS #)

DATE SIGNED

1

2

3 MEMORANDUM FOR

1

2 SUBJECT: Preparing a Memorandum

1

2

3 1. This example shows how to prepare a memorandum. Allow one inch for the left, right, top and bottom margins, except for top margin on letterhead.

a. Type the OFFICE SYMBOL at the left margin two lines below the seal. Include MARKS number two spaces behind office symbol.

b. Stamp or type the DATE SIGNED on the same line as the office symbol, ending at the right margin. If there is a SUSPENSE DATE, type it two lines above the office symbol line ending as close as possible to the right margin.

c. Type MEMORANDUM FOR on the third line below the office symbol. Begin the single address one space following MEMORANDUM FOR. If the MEMORANDUM FOR address extends more than one line, begin the second line flush with the left margin. Addresses may be in upper or lower case type or all upper case type. See AR 25-50, Chapter 2.

2. When used, type the AUTHORITY LINE at the left margin on the second line below the last line of the text.

3. Type the SIGNATURE BLOCK on the fifth line below the authority line or the last line of the text beginning in the center of the page. Identify enclosures, if any, flush with the left margin beginning on the same line as the signature block.

4. Leave a one-inch margin at the bottom of the page.

5. On second page, type the OFFICE SYMBOL at the left margin one-inch for the top edge of the paper.

6. Type the SUBJECT of the memorandum at the left margin on the next line below the office symbol.

Figure 3. Preparing a Memorandum

7 OFFICE SYMBOL

8 SUBJECT: Preparing a Memorandum (Continued)

1

2

3 7. Begin the continuation of the TEXT at the left margin on the third line below the subject phrase.  
When continuing a memorandum on another page:

a. Do not divide a paragraph of three lines or less between pages. At least two lines of the divided paragraph must appear on each page.

b. Include at least two words on each page of any sentence divided between pages.

c. Avoid hyphenation whenever possible.

d. Do not hyphenate a word between pages.

e. Do not type the AUTHORITY LINE and the SIGNATURE BLOCK on the continuation page without at least two lines of the last paragraph. If however, a paragraph or subparagraph has only one line, it may be placed alone on the continuation page with the authority line and signature block.

8. Center the page number approximately an inch from the bottom of the page.

1

2 AUTHORITY LINE:

1

2

3

4

5 3 Encls

1. Personnel Listing,  
24 May 99

2. DA Form 4187

3. Orders 114-6

JAMES J. JAMES

Major, EN

Chief, Personnel Services

Figure 3. Preparing a Memorandum (Continued)

7

8 OFFICE SYMBOL (MARKS #)

DATE SIGNED

1

2

3 MEMORANDUM FOR

1

2 SUBJECT: Preparing a One-Page Informal Memorandum

1

2

3 1. The informal memorandum is used for internal correspondence within the same headquarters.

2. The format for the informal memorandum is the same as that for the formal memorandum. Prepare the informal memorandum on plain white paper.

3. Include a point of contact in the last paragraph of the informal memorandum.

1

2

3

4

5 Encl

JAMES B. BROWN

Colonel, EN

Deputy Chief of Staff for Operations

1

2 CF:

SGS (w/encl)

Figure 4. Preparing a One-Page Informal Memorandum

S: SUSPENSE DATE

- 7
- 8 OFFICE SYMBOL (MARKS #) DATE SIGNED
- 1
- 2
- 3 MEMORANDUM FOR (OFFICE SYMBOL)
- 1
- 2 SUBJECT: Preparing a Two-Page Informal Memorandum
- 1
- 2
- 3 1. PAPER. Type informal memorandums on plain white paper (without letterhead), except when CG, DCG, or CS are signing, in which case informal memorandums will be prepared on USACE letterhead.
2. MARGINS. Allow one inch for the left and right margins. Leave a 1-inch margin at the bottom of the first page.
3. SUSPENSE DATE. If there is a suspense date, type it two lines above the date, ending at the right margins.
4. OFFICE SYMBOL. Type the office symbol at the left margin on the eighth line.
5. MARKS NUMBER. Type the marks number, in parenthesis, two spaces after the office symbol.
6. DATE. Stamp or type the date on the same line as the office symbol, ending at the right margin.
7. MEMORANDUM FOR. Type MEMORANDUM FOR on the third line below the office symbol. Write to the office that is expected to complete the action. If the memorandum is sent to someone's attention, place the person's name in parentheses after the office symbol. When a second line is needed for the address, begin it flush with the left margin, except for multiple-address memorandums, which will begin under the third character of the line above it. Type addresses in either all-uppercase or upper and lowercase type. Be consistent. Do not mix the two type styles.
8. SUBJECT. Type the subject of the memorandum on the second line below the last line of the addressee(s).

Figure 5. Preparing Two-Page Informal Memorandum

7

8 OFFICE SYMBOL (MARKS #)

1 SUBJECT: Preparing a Two-Page Informal Memorandum (Continued)

2

3 9. TEXT. Begin the first paragraph of the text at the left margin on the third line below the last line of the subject. When text of an informal memorandum continues on another page, apply the following:

a. Do not divide a paragraph of three lines or less between pages. At least two lines of the divided paragraph must appear on each page.

b. Include at least two words on each page of any sentence divided between pages.

10. INFORMAL MEMORANDUM CONTINUATION. Type the office symbol at the left margin on the eighth line from the top edge of the paper.

11. SUBJECT. Type the subject at the left margin on the next line below the office symbol.

12. TEXT. Begin at the left margin on the third line below the subject. Do not hyphenate a word between pages.

13. SIGNATURE BLOCK. Type the signature block on the fifth line below the text, beginning in the center of the page. (If the memorandum continues beyond the first page, place the signature block on the last page.)

14. ENCLOSURE (S). Identify enclosure(s), if any, flush with the left margin beginning on the same line as the signature block.

1

2

3

4

5 3 Enclosures

JANE E. JONES

LTC, EN

Secretary of the General Staff

Figure 5. Continuation of Two-Page Informal Memorandum (Continued)

## STAFF PAPER

1. Assemble actions as shown.
2. Staple appropriate classified cover sheet to action, if required.
3. Submit only one copy of each document.
4. DO NOT STAPLE ITEMS FOR APPROVAL OR SIGNATURE.
5. Use additional tabs to highlight specific items mentioned in papers.

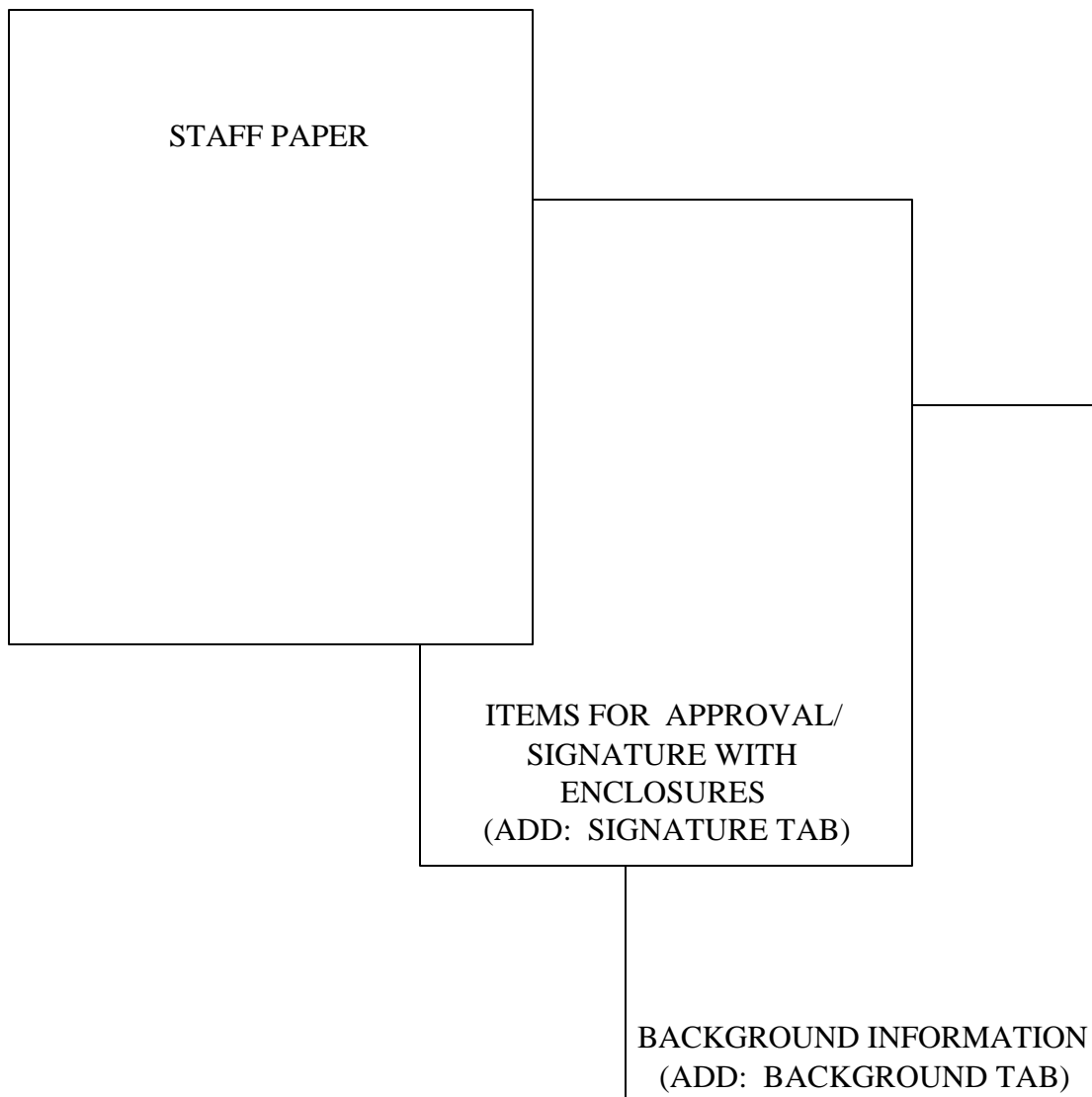


Figure 6. Assembling Staff Papers

7

8 OFFICE SYMBOL (MARKS #)

DATE SIGNED

1

2

3 MEMORANDUM FOR CECS

1

2 FROM: (NAME AND POSITION TITLE) (signature and date)

1

2

3 SUBJECT: Format Instructions –FOR DECISION

1

2

3 1. PROBLEM. To revise decision staff paper format for the publication of OM 25-1-5, dated  
1 Jun 01.

2. BACKGROUND AND DISCUSSION.

a. Address all decision staff papers to CECS. Sign and date after coordination is completed.

b. Paragraph 1. PROBLEM - Give reason for preparing decision paper. Be brief and direct.  
Indicate in parenthesis and in capital letters whether "decision" is time sensitive.

c. Paragraph 2. BACKGROUND and DISCUSSION - Use this paragraph to further discuss  
above recommendations if their complexity requires it. Introduce here any document(s) used to support  
the recommended action(s), summarizing key points, and attach as tab(s).

d. Paragraph 3. IMPACT - Discuss here the resource impact of recommended decision.

e. Paragraph 4. COORDINATION - Indicate coordination, CONCUR or NONCONCUR. Enter  
coordinating officer(s) by name as shown in paragraph 4 below. If coordinating (CONCURRENCE/  
NONCONCURRENCE) statements accompany the decision staff paper, identify them as tabs in the  
next paragraph.

f. Paragraph 5. COORDINATING STATEMENT - Use this paragraph, as necessary, to correlate  
coordinating statements with tabs, as shown in paragraph 5 below.

g. Paragraph 6. RECOMMENDATION - Use this paragraph to recommend specific action(s).  
For each recommended action, enter an approval line where approving authority may validate action.

Figure 7. Decision Memorandum

7

8 OFFICE SYMBOL

1 SUBJECT: Format Instructions - FOR DECISION

2

3 h. Decision papers must be approved by the staff principal, deputy, or assistant and will normally be signed by one of those officials. When the staff executive officer signs a Decision Memorandum, a final paragraph will indicate, by title, who approved the paper.

3. IMPACT. Resources: None

4. COORDINATION. Submit the original package with the Concur/Nonconcur indicated with coordinator's printed name, initials and date. Do not submit dated initialed copies for each coordinating office. Comments are inserted as tabs.

CECW-ZA CONCUR/NONCONCUR (TAB A) (C.A. BAKER/INITIALS)(1 Apr 01)  
CEMP-ZA CONCUR/NONCONCUR ( ) (NAME/INITIALS )(DATE )

5. COORDINATING STATEMENT. Nonconcurrency statement from CECW-ZA is at Tab A. Consideration of nonconcurrency is at Tab B.

6. RECOMMENDATION. That the CG approve the format at signature tab for publication in OM 25-1-50.

Approved\_\_\_\_\_

Disapproved\_\_\_\_\_

Other\_\_\_\_\_

1

2

3

4

5

Action Officer/Phone Number

Figure 7. Decision Memorandum (Continued)



## INFORMATION PAPER

OFFICE SYMBOL  
DATE SIGNED

SUBJECT: Preparation of INFORMATION PAPER

1. Purpose. To provide a standardized INFORMATION PAPER format for use Army-wide.

2. Facts.

a. Facts should be supportable statement, not assumptions or conclusions.

b. Facts should be developed in an orderly and logical order/sequence.

c. Each fact will be sequentially numbered.

d. Final paragraph should indicate current status of the issue or action.

e. Information Papers should be limited to one page with enclosures being held to a minimum.

When enclosures are used, use Tabs A, B, etc., to identify enclosures.

3. An INFORMATION PAPER will be prepared as follows:

a. It will be typed single space on a plain white bond paper (8 1/2 x 11 inch), with the same margins and paragraphing as a memorandum.

b. The words INFORMATION PAPER will be centered on the 6th line from the top of the page. The heading, typed on the third line below the words INFORMATION PAPER, will include the office symbol of the action officer and the date the Information Paper was prepared all will be prepared as shown on this example. The SUBJECT LINE will be typed on the third line below the date.

c. The INFORMATION PAPER will be submitted in one copy only, unless otherwise directed. INFORMATION PAPERS forwarded to HQDA must be in Arial 12 (pt) font.

d. The staff principal or their designated representative will approve INFORMATION PAPER.

Action Officer/Phone Number

Approved By: \_\_\_\_\_

Figure 8. Information Paper

## DISCUSSION PAPER

1 OFFICE SYMBOL DATE SIGNED

1  
2  
3 SUBJECT: Preparation of a DISCUSSION PAPER

1  
2  
3 1. Issue. How to prepare Information Papers for use in conducting discussions.

2. Facts.

a. This paper is a specialized information paper and can be used whenever it best serves the recipient's purpose. Facts consist of background information on the subject, including knowledge derived from previous discussions, and target achievement(s).

b. The points should "jump off the paper;" avoid unduly complex paragraphs.

c. Ensures smooth, logical flow of facts; tailor paper for the user.

(1) Determine background that user needs.

(2) Avoid technical language and unexplained acronyms.

(3) Analyze target audience. Cite previous knowledge or discussions. Show how subject affects audience. If foreign nations are involved in the discussion, indicate FACTS sensitivity and advise accordingly.

d. Preferred length is one page; no more than two; avoid enclosures.

e. Paper should be approved at staff principal level.

4. Key Points to Stress.

a. Present key points drawn from paragraph 2.

b. Your opportunity to influence action.

1  
2  
3 Action Officer/Phone Number  
Approved by: \_\_\_\_\_

Figure 9. Discussion Paper

7  
8  
1  
2 **READ AHEAD COVER SHEET**

**SUBJECT:**

**DATE/TIME:**

**LOCATION:**

**UNIFORM:**

**PURPOSE:** What is the purpose of the meeting/event/paper? To inform, to gain a decision from the CG or DCG regarding XXX, to coordinate the USACE position on XXX, etc.

**COORDINATION:** List who you have coordinated this and be prepared to address their positions on the subject at the meeting if they will not be in attendance.

**BRIEFER (S)/ATTENDEES:** Indicate who the briefer (s) are (list all in appropriate briefing order). List the attendees for the event as well. Include rank/grade, and first name (nick name if appropriate). Provide biographies of all major participants at the event from outside USACE, if they are not known by the CG or DCG.

**AGENDA/OBJECTIVES:** List the agenda with a brief description of each item, if necessary. Additionally, for meetings with outside agencies please provide personal objectives/agendas of the attendees. Who has a position staked out and what is it? Intent is for the major known or suspected agendas to be addressed. Perspective of all in attendance must be known so the CG or DCG is prepared to engage in the discussion.

**USACE HQ POSITION:** State the HQ position on the issue being presented.

**RELEVANCE TO CAMPAIGN PLAN:**

- **What USACE Campaign Plan objectives are impacted and what are the desired outcomes?** Establish relevance to Vision and Campaign Plan objectives.

- **How can the Commander/Chief help to achieve the Campaign Plan objectives?** What action(s) must the CG or DCG take with respect to this event in order to achieve the Campaign Plan objectives?

**APPROVED BY:** Signature block of Principal or Deputy

**ATTACHMENTS:** Provide attachments as necessary. Highlight items of interest that will benefit the CG or DCG. If you are giving a briefing with slides, you must include a copy of the slides.

Figure 10. Read Ahead

1. The Executive Summary Format:

(CLASSIFICATION)

EXECUTIVE SUMMARY

(U) PREPARATION OF AN EXECUTIVE SUMMARY. (HQUSACE) An EXSUM is a brief summary of information either in response to a question or to provide unsolicited information. The EXSUM may not exceed 15 lines. It should be prepared in a concise, but informal style making full use of approved acronyms and abbreviations. Normally, abbreviations are spelled out before using. The EXSUM should begin with the overall classification, followed by the subject (underlined). The originator's office symbol will appear next, followed by the body of the summary. Ensure that the originator is identified and the EXSUM is approved as shown below. "PREPARE MEMO" or "PROVIDE MEMO" should end the summary, depending on whether a memo exists or not. This allows the addressee to check this box and return it to the action officer to either prepare a memo or provide the original based on this EXSUM. PREPARE MEMO\_\_\_\_\_.

(Action Officer/Phone Number)

Approved by: \_\_\_\_\_

(CLASSIFICATION)

2. In addition to the format and content requirements of the EXSUM, the following must be addressed:

- a. What question is being answered (i.e., in response to question in the staff meeting today...")
- b. Why does the CG/DCG need this information?
- c. What action by the CG/DCG is required?
- d. These three questions must be addressed in the EXSUM. Should it be the case that the entire question cannot be answered by EXSUM, the EXSUM must provide details on what coordination is required, in what format (information paper/briefing, etc.), and when the question will be answered.

Figure 11. Executive Summary (EXSUM)

## APPENDIX A

### SIMPLER WORDS AND PHRASES

#### Instead of

a great deal of  
a number of  
a minimum of  
additional  
afford an opportunity  
as a means of  
assistance  
at the present time  
attempt  
concerning  
desire  
discontinue  
due to the fact that  
eliminate  
feel (e.g., I feel that..)  
finalize  
for the purpose of  
forward  
identical  
in accordance with  
in addition  
in an effort to  
in conjunction with  
in order that  
in order to  
in the amount of  
in the event that  
in the near future  
in view of the above  
indicate  
is considered to be  
located at  
majority  
numerous

#### Try

much  
at least  
at least  
also, more, other  
allow, let, permit  
about  
aid, help, support  
now  
try  
about  
wish, want  
drop, stop  
because  
cut, drop, end  
think, believe, know  
complete, finish  
for, to  
send  
same  
by, under, per  
also, too, besides  
to, so that  
with  
for, so  
to  
for, of  
if  
soon  
so, therefore  
show, stand for, reveal  
is  
at  
most  
many

OM 25-1-50  
16 Jul 01

obtain  
prior to  
provide  
provided that  
similar to  
therefore  
until such time  
utilize

get  
before  
give, furnish, supply  
if  
like  
so  
until  
use

## APPENDIX B

### USACE SEQUENCE OF ADDRESSES FOR MULTIPLE MEMORANDUMS

1. If addressees are HQUSACE organizational heads (directors and chiefs of separate offices) use:

HQUSACE Staff Principals

2. If addressees are USACE Commands use:

Major Subordinate Commands\*

District Commands

Field Operating Activities\*\*

\* Includes:

All Divisions

Engineering and Support Center, Huntsville

Transatlantic Programs Center

Engineer Research and Development Center

\*\*Includes:

Humphreys Engineer Support Activity

USACE Finance Center

Institute for Water Resources

Marine Design Center

249th Engineer Battalion (Prime Power)

3. If addresses are all USACE Commands use:

USACE Commands

## APPENDIX C

### GUIDELINES ON RESPONSIBILITIES AND SIGNATURE AUTHORITY

C-1. The Commanding General (CG) or the Deputy Commanding General (DCG) will sign:

- a. Correspondence pertaining to highly significant subjects and broad policy matters, which the staff considers of such importance as to warrant personal approval/signature; and correspondence of significant interest as personally indicated by the CG.
- b. Actions on operational matters of broad or major significance requiring DCG approval.
- c. Correspondence to the Secretary of Defense; Secretary of the Army; Assistant Secretaries of Defense and Army; and heads of other Military Departments and Government agencies, other than routine information or operational matters, unless in the form of a personal request to the CG or DCG.
- d. Replies to correspondence from the White House, Senate and House leaders, Chairman of Senate and House committees, and State Governors addressed to the CG or DCG by name and requiring CG or DCG approval.
- e. Final HQUSACE action on reports of Mississippi River Commission, and Coastal Engineering Research Board.
- f. Answers to letters of invitation personally addressed to the CG or DCG (coordination with Public Affairs is mandatory).
- g. Documents, which by higher authority, directive or law require the signature of the CG or DCG.
- h. Awards, letters, certificates and other such items or documents in accordance with guidance from the CG or the DCG.
- i. Correspondence or agreements that accept new missions and functions without offsetting funds and personnel ceilings.

C-2. The Chief of Staff (CS) will sign:

- a. Interim and final replies to congressional correspondence prepared in separate offices.



b. Correspondence to the Secretary of Defense; Secretary of the Army; Assistant Secretaries of Defense and Army; and heads of other Military Departments and Government agencies prepared in separate offices, except as noted in paragraphs C-1 above and C-3 below.

c. Documents and correspondence as directed by the CG and DCG.

C-3. The Directors, Chief Counsel, and the Engineer Inspector General will sign or delegate responsibility to sign (see also Paragraph C-10 below):

a. Correspondence prepared in their offices, except as noted in paragraphs C-1 and C-2 above.

b. Interim and final replies to White House and congressional correspondence referred to their offices for action.

c. Interim and final replies to congressional correspondence prepared in their offices, except as described in paragraphs C-1d and C-2a above.

d. Correspondence prepared in their offices to the Secretary of Defense; Secretary of the Army; Assistant Secretaries of Defense and Army; and heads of other Military Departments and Government agencies except as described in paragraphs C-1c and C-2b above.

e. Other correspondence as directed by the Executive Office.

C-4. The Director, Civil Works, or in his absence his deputy, will sign transmittal slips and initial reports on proposed legislation relating to Civil Works activities, subject to prior staff review by Chief Counsel.

C-5. Chiefs of Separate Offices will sign, or delegate responsibility to sign, correspondence written in their offices, except as described in paragraphs C-1 and C-2 above.

C-6. The Director, Resource Management will sign replies to congressional correspondence involving USACE realignments, reductions, and reorganizations; commercial activities program matters; entitlement questions affecting the pay of Corps personnel and related matters; information and automation resource inquiries and other continuing functions or special projects assigned to Resource Management, except as described in paragraphs C-1 and C-2 above.

C-7. The Director, Military Programs will sign all general officer correspondence addressed to Military Programs, all technical correspondence to boards, organization, and societies for which he is the USACE representative, correspondence providing the Major Subordinate Command

policy and guidance in the execution of Military Program projects, and correspondence addressing the programming and reprogramming of Military Construction, Army (MCA) projects.

C-8. The Chief Counsel, or in his/her absence his/her deputy, will sign transmittal of reports on proposed legislation relating to Corps activities, except as noted in paragraph C-5 above.

C-9. The Director, Research and Development will sign directives to USACE R&D Laboratories, including approvals/denials of commanders/directors' requests.

C-10. Denials of requests or recommendations personally signed by a USACE Commander will be prepared for the signature of the Director, Military Programs; Director, Civil Works; Director, Research and Development; DCG or CG as appropriate. This guidance does not apply to actions or documents which, under law or specific administrative direction or authority requires the signature of the Commander and the subsequent approval or administrative signature action by HQUSACE staff levels other than those indicated in preceding paragraphs.

C-11. Signature authority to sign correspondence and official documents "FOR THE COMMANDER" is delegated to the Deputy Commander, Chief of Staff, Directors and their Deputies, and Separate Office Chiefs except as noted in paragraphs C-1 and C-2 above, and in Appendix D. Use of an authority line indicates that the correspondence is a completed staff action which reflects the will of the Commander.

C-12. The authority "FOR THE COMMANDER" may be further delegated with the written approval of the Chief of Staff (CS). Request to delegate signature authority to other individuals will be submitted to the CS via a decision memorandum. This memorandum will include the name and position of the individual to be granted authority and a listing of the types of correspondence to be signed.

## APPENDIX D

### LIST OF HIGH PRIORITY MATTERS

#### D-1. Matters Requiring Executive Office Review/Approval:

- a. Matters significantly affecting the readiness of the command.
- b. Recommended changes to established policy or regulations that are significant in scope and affect the area of responsibility of more than one USACE Command or staff element.
- c. Significant policy changes promulgated by higher headquarters.
- d. Disapproval from higher headquarters of proposals, recommendations, or requests previously approved by the Executive Office.
- e. Reports of serious incidents that are likely to cause adverse publicity (coordination with Security and Law Enforcement and Public Affairs is mandatory).
- f. Reports of accidents or incidents concerning HQUSACE/USACE Commands.
- g. Allegations of improprieties on the part of senior officers (generals, colonels, civilian equivalents) in the command. Relief of colonels in HQUSACE and colonels and lieutenant colonels in USACE Command positions.
- h. Appeals made by USACE Commands to decisions made at HQUSACE.
- i. Recommended disapproval of proposals signed by USACE Commanders and those that are significant in nature and affect the area of responsibility of more than one staff element in HQUSACE.
- j. Matters significantly affecting public relations in the command.
- k. Significant relations with civil authorities in high level positions.
- l. Outstanding accomplishments in USACE Commands.
- m. Matters that by law or regulation require the personal approval of the CG.

n. Significant matters concerning Military Construction, Army (MCA), Military Family Housing, Homeowners' Assistance Appropriations, and Real Property Maintenance Activity portion of Operation and Maintenance, Army (OMA), base operations; installation planning and utilization, stationing for active Army and mobilization; environmental activities within Army; facilities engineering operations; requirements, plans and policy for Army Real Estate and planning and programming for Real Property Maintenance.

D-2. Matters of Executive Office Interest:

a. Any action traditionally reserved for the commander or containing information denoting the personal interest of the CG, DCG, or CS.

b. Differences among the HQUSACE staff that cannot be resolved by the staff elements concerned.

c. Quantitative changes in HQUSACE personnel authorizations or resources allocation by higher headquarters.

d. Messages originating in HQUSACE addressed to the Joint Chiefs of Staff (JCS); Chief of Staff, Army (CSA); Vice Chief of Staff, Army (VCSA); any Department of Defense (DOD) or DA Secretariat; other Army MACOM, when message contains information that recipients are likely to bring to the attention of a member of the Executive Office.